

NHS

**Yorkshire
Ambulance Service**
NHS Trust



Great Care, Great People, Great Partner:
Our Strategy, 2024-29

Introduction

Yorkshire Ambulance Service NHS Trust (YAS) provides out-of-hospital emergency, urgent and non-emergency care to 5.4 million people across Yorkshire and the Humber.

As a major regional gateway to integrated healthcare services, we influence the health outcomes for thousands of people every day. We are uniquely positioned to work with our partners to ensure the right response for every patient, whenever and wherever they need it.

This is our strategy for 2024-29.

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Our commitments to you

We are extremely proud to lead Yorkshire Ambulance Service and the services we provide to the communities across Yorkshire and the Humber.

Our vision for our 2024-29 strategy is clear: Great Care, Great People, Great Partner. To achieve this, we have set ourselves four bold ambitions that will drive our actions and outcomes over the next five years.

We operate in a rapidly changing world, which has changed significantly in just a few years since we developed our previous strategy. Standing still is not an option and our new strategy represents a major step change in how we will deliver services fit for the future.

We are committed to providing high-quality services for our patients and communities. To achieve this, developing a clear direction of travel for our organisation is vital. This strategy reflects the extensive engagement we have undertaken, to ensure we are moving forward in a way that meets the needs of those we serve and work with.

We, of course, deliver the emergency response that first comes to mind when thinking of a traditional ambulance service. But we are so much more than that, and we have adapted and developed to respond to changes in the NHS and to meet the needs of our population.

Our highly skilled teams provide a wide range of out-of-hospital emergency, urgent and non-emergency care, including in patients' homes or over the telephone, and we want to develop this even further over the next five years. We will endeavour to deliver exceptional,

patient-centred care that is integrated with our partners across the three systems we work with across the Yorkshire and Humber region, and ensure the most clinically appropriate response for every patient, first time, every time.

Integral to this is ensuring that our people are supported to perform at their very best, in a diverse and inclusive organisation with a culture of continuous improvement. Through our four new values of **kindness, respect, teamwork** and **improvement** and our YAS Together programme, we will create an ambulance service to be proud of.

We cannot achieve this alone and we will need to collaborate with our partners across the health and social care network. Our strategy sets out how we will be an integral and influential system partner, supporting action to improve health outcomes, patient and carer experience, and reducing health inequalities for our communities.

To enable achievement of our ambitions and our strategy, we will use our financial and physical resources responsibly and sustainably, reducing our environmental impact.

In 2029, Yorkshire Ambulance Service will be a place to work and volunteer that everyone can be proud of, as well as a valuable trusted partner with a relentless focus on ensuring an outstanding patient experience. We look forward to working with you all to achieve this.



Martin Havenhand

Martin Havenhand
Chair



Peter Reading

Peter Reading
Chief Executive

A Framework for Success

Our strategic framework ensures we achieve our **purpose** and **vision**: to deliver great care, be a great place to work and be a great partner to work with, guided by our **values**, and delivered through our **enabling plans**, ensuring everyone understands their role in making our **bold ambitions** a reality.

Our Purpose	To provide and co-ordinate safe, effective, responsive and patient-centred out-of-hospital emergency, urgent and non-emergency care, so all our patients can have the best possible experience and outcomes
Our Vision	What we want to achieve: Great Care Great People Great Partner
Our Values	What do we want to be and what behaviours do we expect? Kindness Respect Teamwork Improvement
YAS Together	A way of working collaboratively to achieve our vision: Care Lead Grow Excel Everyone
Our Enabling Plans	The drivers of success: Clinical and Quality People Partnership Sustainable Services

4 Bold Ambitions

Our Patients

Our ambition is to deliver **exceptional patient-centred out-of-hospital emergency, urgent and non-emergency care**, which is safe, kind and responsive, seamlessly integrating services and utilising technology to deliver a high-quality patient experience.

Our People

Our ambition is to be a **diverse and inclusive organisation** with a culture of continuous improvement, where everyone feels valued, included, proud to work and can thrive.

Our Partners

Our ambition is to be a **collaborative, integral and influential partner** across a joined-up health and social care network that works preventatively, reduces inequality and improves population health outcomes, supporting all our communities.

Our Planet and Pounds

Our ambition is to be a **responsible and sustainable** organisation in the use of our financial and physical resources, reducing our environmental impact and ensuring the most effective use of all our resources.

Today

2029

Bold Ambition 1: Our Patients

We aim to:

-  Deliver high-quality patient care and achieve the Ambulance Clinical Outcome measures.
-  Deliver the national, regional and local performance targets for 999, NHS 111 and Patient Transport Service (PTS).
-  Ensure that the sickest patients get the best treatment on scene and are taken to the most appropriate facility without delay. Ensure patients with less severe illnesses and injuries are treated and cared for as close to home as possible.
-  Continually develop, providing both the conditions and opportunities for all our teams to thrive in a research-active environment, and embed quality improvement throughout the Trust.
-  Achieve the highest possible rating of 'outstanding' by the health and social care regulator (Care Quality Commission, CQC).
-  Deliver the highest standards of emergency preparedness, resilience and response and continually improve, to ensure we provide the best possible response to the most complex incidents impacting the region.
-  Understand and reduce unwarranted variation and support system-wide work to reduce health inequalities, positively impacting our local communities through our role as an anchor organisation.

Our ambition is to deliver **exceptional patient-centred out-of-hospital emergency, urgent and non-emergency care**, which is safe, kind and responsive, seamlessly integrating services and utilising technology to deliver a high-quality patient experience.

For our patients and service users, this means that:

-  We will deliver the most clinically appropriate response for every patient, whenever and wherever they need it.
-  We will provide care that is personalised, joined up and coordinated with the wider health and care system.
-  We will provide more care and treatment in people's homes or communities and only where it is the best for the patient, take them to hospital.
-  We will deliver quality care that is evidence-informed, person-centred, safe and compassionate.
-  We will provide support and care delivered by professional, kind and respectful staff.

“ Our staff must be inclusive in their approach, understanding the diverse needs of our communities. ”

Staff engagement feedback



Bold Ambition 2: Our People

We aim to:



Invest in developing our people (staff and volunteers), ensuring they have the skills, support and resources they need to deliver high-quality care and services, now and in the future.



Invest in leadership development to ensure that our people are well supported by their exceptional leaders.



Develop the paramedic profession in YAS.



Ensure our culture is one where our people are listened to, encouraged and enabled to speak up when they have concerns about patient or colleague safety and wellbeing, or when they have suggestions for how the Trust might be better run.



Become a great place to work and volunteer, with staff survey engagement and feedback scores above average for the NHS.



Improve staff health, wellbeing and attendance, reducing sickness rates to better than the NHS average.



Value difference and improve equality, diversity and inclusion of our people at all levels of the organisation, to reflect the population we serve. Improve our progress towards Workforce Race and Disability Equality Standards and eliminating our Gender Pay Gap.



Ensure all staff have a meaningful appraisal and career conversation each year.



Invest in and expand our apprenticeship programmes, retaining our Top 100 Apprenticeship Employer status and achieving outstanding Ofsted judgement for apprenticeship provision.



Successfully achieve re-accreditation of the Investors in Volunteers award.

Our ambition is to be a **diverse and inclusive organisation** with a culture of continuous improvement, where everyone feels valued, included, proud to work and can thrive.

For our people, this means that:



We will create an ambulance service to be proud of.



We will be a great place to work and volunteer - an open, inclusive and diverse organisation where people can thrive.



We will foster a learning culture to make continuous improvement our habit.

“ We should focus on making people feel included and valued, with health and wellbeing front and centre of everything we do for our staff. ”

Staff engagement feedback



Bold Ambition 3: Our Partners

Working with all our partners and communities, we aim to:



Listen and respond to patients, partners and our communities to develop and deliver high-quality care, which is continuously improving.



Work collaboratively with all our partners to achieve better experiences and outcomes for patients, optimising all of our collective skills and valued resources. We will ensure we deliver the most appropriate response to patients requiring out-of-hospital emergency or urgent care, and be an effective co-ordinator and navigator for access to urgent and emergency care, and supporting services.



Work in partnership to maximise the benefit of our collective knowledge, with academic and education partners and be a leading service provider in partnership with the voluntary, community and social enterprise (VCSE) partners.



Collaborate with emergency service partners, not only to provide a great emergency response but to maximise our collective resource for the benefit of our populations.

Our ambition is to be a **collaborative, integral and influential partner** across a joined-up health and social care network that works preventatively, reduces inequality and improves population health outcomes, supporting all our communities.

For our partners and communities, this means that:



We will work together to provide the highest quality care for all.



We will continuously improve our services, ensuring they are shaped and influenced by listening to and working with our partners and local communities, benefiting from patient and community experience.



We will contribute to broader social economic development locally through our role as an anchor organisation, supporting the reduction of health inequalities.



We will support action to improve health outcomes, experience and opportunities for all our communities.

“YAS is in a unique position to work with a broader range of stakeholders to influence population health. We need to harness this opportunity through communication and the sharing of data and intelligence.”

System partner feedback



Bold Ambition 4: Our Planet and Pounds

We aim to:



Work towards reducing our impact on the environment and tackling climate change, with net-zero emissions.



Use our resources wisely and ensure value for money.



Ensure decisions are informed by evidence, research, data and intelligence.



Develop and deliver improvement, through learning and adoption of best practice.



Provide cutting-edge services by establishing new digitally enabled ways of working to optimise patient care and services - including automation, artificial intelligence (AI) and innovation.

Our ambition is to be a **responsible and sustainable** organisation in the use of our financial and physical resources, reducing our environmental impact and ensuring the most effective use of all our resources.

For our environment and the taxpayer, this means that:



We will ensure efficient and effective use of our resources.



We will provide high-quality, patient-focused care and services which are safe, fit for the future and financially sustainable.



We are committed to improving the environment, supporting efforts to tackle climate change and reducing our environmental impact.

“ Focus on sustainability and environmental responsibility, including the use of electric vehicles, solar panels on stations and green building practices. ”

Leadership community feedback



Living Our Values

Our values underpin everything we do and how we do it. They reflect the behaviours our patients, colleagues, volunteers, partners and others can expect from us all as we aim to reach our goals over the next five years.

Kindness

As a Trust, we believe kindness is shown by caring as we would care for our loved ones.

- We will care for others as we would want to be cared for.
- We will be compassionate, courteous and helpful at all times.
- We will be calm, professional and considerate at all times.



Kindness



Respect

Respect

As a Trust, we believe respect is having due regard for the feelings, contribution and achievements of others, adhering to the highest professional standards, even in the most challenging of circumstances.

- We will be open and honest and do what we say.
- We will celebrate and appreciate the successes of others.
- We will actively listen to, respect and involve others, valuing diversity and taking the time to understand personal and cultural viewpoints.



Improvement

Improvement

As a Trust, we believe improvement is a commitment to learning, developing and implementing best practice to deliver better care and services.

- We will strive to do the best for patients, colleagues, staff and partners by continually seeking to learn, develop and deliver better care and services.
- We will create a culture in which all staff and volunteers are empowered to pioneer new and better ways of working across the Trust to improve patient care and services.
- We will pursue excellence by taking personal responsibility for learning and improving.



Teamwork

Teamwork

As a Trust, we believe teamwork is working collaboratively and openly with colleagues, patients, volunteers and partners, striving to achieve an exceptional standard in everything we do.

- We will work positively and openly with all.
- We will celebrate success together and be there for each other through both good and difficult times.
- We will work together to deliver exemplary care and services.

Our Commitments To You

What Yorkshire Ambulance Service Will Be Like By 2029

We are dedicated to delivering the best service we possibly can for our patients, colleagues, volunteers, partners and communities. To be successful, we recognise the importance of developing a clear direction of travel for our organisation.

This strategy therefore reflects the extensive engagement we have undertaken, to ensure we are moving forward in a way that meets the needs of those we serve and work with.



By 2029, those staffing our Emergency Operations Centre (EOC) and 111 urgent care service will have optimised integrated ways of working. Through our remote care hub, where multi-professional clinical teams will work collaboratively with all partners, our patients will receive seamless, safe, individualised and effective co-ordinated care. Regardless of how patients contact us, we will ensure the most appropriate triage, assessment and response to get people the right care first time. We will support patients and partners to ensure we reduce delays and improve timely service and discharges, including through our non-emergency Patient Transport Service (PTS).



Strong partnerships will enable an expanded role for our staff and volunteers, across the emergency and urgent care system. Paramedics will be part of local teams to provide an integrated urgent care response closer to home. Through our 24/7 regional infrastructure we will be integral to a joined-up health system, improving care together. As an anchor institution we will support reducing inequality, taking a preventative approach and working to improve population health outcomes together.



Patients will receive rapid access to multi-professional clinical teams through advanced technology, with all their information instantly available. This will help us to determine the best response in providing personalised, streamlined and seamless care, minimising unnecessary assessments and transfers. We will care for more people in their communities and at home and, where appropriate, transport patients to the right care setting, including providing emergency treatment and response.



Driven by intelligence and innovation, we will continuously improve and strive for excellence in everything we do. Our workforce will be diverse and our people will feel supported, included and empowered, and be proud to work or volunteer for us.

In 2029, YAS will be a trailblazer in delivering outstanding, seamless and compassionate healthcare through integration, technology and collaboration. We will be a great and enjoyable place to work and volunteer, a valuable partner with a relentless focus on ensuring an outstanding patient experience.

More Than A 999 Service

People trust us to provide emergency, urgent care and non-emergency patient transport services – but YAS delivers so much more. This strategy sets us on a path to 2029, to ensure that every patient receives a seamless and accurate triage, assessment and response to their care needs as quickly as possible, helping to reduce demand on overstretched hospital services.

Yorkshire Ambulance Service serves a population of more than five million people across almost 6,000 square miles of varied terrain, from isolated moors and dales to coastline and inner cities.

We work within three integrated care systems as the only NHS Trust that covers the whole of Yorkshire and the Humber, giving us a unique regional view. We are there for all patients, whether they have life-threatening injuries or complex ongoing needs, and we interface with a wide range of partners to provide co-ordinated, joined-up care, including primary, hospital, community and mental health partners, as well as local authorities, social care and the voluntary sector.

We Provide:



An Integrated Urgent Care (IUC) service, which includes the NHS 111 urgent medical help and advice line, helping more than 1.5 million patients annually across Yorkshire and the Humber, Bassetlaw in Nottinghamshire, North Lincolnshire and North East Lincolnshire



A vital 24/7 emergency and healthcare service, with around 9,200 calls handled on a typical day



A Patient Transport Service (PTS) for eligible people who are unable to travel to their healthcare appointments by other means, due to their medical condition

Key Facts

7,000 staff

1,000 volunteers

3.4 million calls annually to 999, 111 and patient transport services

3 main call-handling centres provide **24/7** remote clinical assessment

61 ambulance stations with over **500 ambulances** and over **100 response cars**

More than 800 active Community First Responder volunteers, who attended more than **14,500 incidents** in 2022-23



More than 3,750 frontline workers paramedics, emergency care practitioners, urgent care practitioners, specialist paramedics, emergency medical technicians and emergency care assistants

Patient Transport Service

370 PTS vehicles

Staffed by **800** people and **200** volunteers

722,000 journeys a year, covering more than **7.6 million miles**

And Here's What Else We Do



Support for our patients, people and places through charitable funding



Research and research support for pharmaceuticals, universities and NHS partner organisations



A Resilience and Special Services Team (incorporating our Hazardous Area Response Team), which plans and leads our response to major and significant incidents (e.g., public transport, flooding, pandemic flu or chemical, biological, radiological or nuclear materials)



Clinicians to work on the two helicopters operated by the Yorkshire Air Ambulance



Clinical cover for major sporting events and music festivals



Education and training on life-saving skills, e.g. first aid training for community groups and life support initiatives in local communities, including training in the use of defibrillators



Vehicles and drivers for the specialist Embrace transport service for critically ill infants and children

All In A Day's Work



We answer **3,100** calls to 999



We answer **4,800** calls to 111



We deal with **1,400** calls to our Patient Transport Service

On a typical day, we treat **1,500** people who have the most serious conditions. This includes:

- ▶ **150** people who have fallen
- ▶ **165** people with breathing problems
- ▶ **135** people with chest pain
- ▶ **27** cardiac arrests
- ▶ **20** people with serious bleeding
- ▶ **50** people who are having convulsions/fitting
- ▶ **52** strokes
- ▶ **21** traffic incidents
- ▶ **80** people who are unconscious

In 10 years of Restart a Heart Day, we have trained 234,708 students in CPR during 1,047 school visits, thanks to volunteers and staff who have given 39,213 hours. 32,000 students were given free CPR training on Restart a Heart Day 2023.



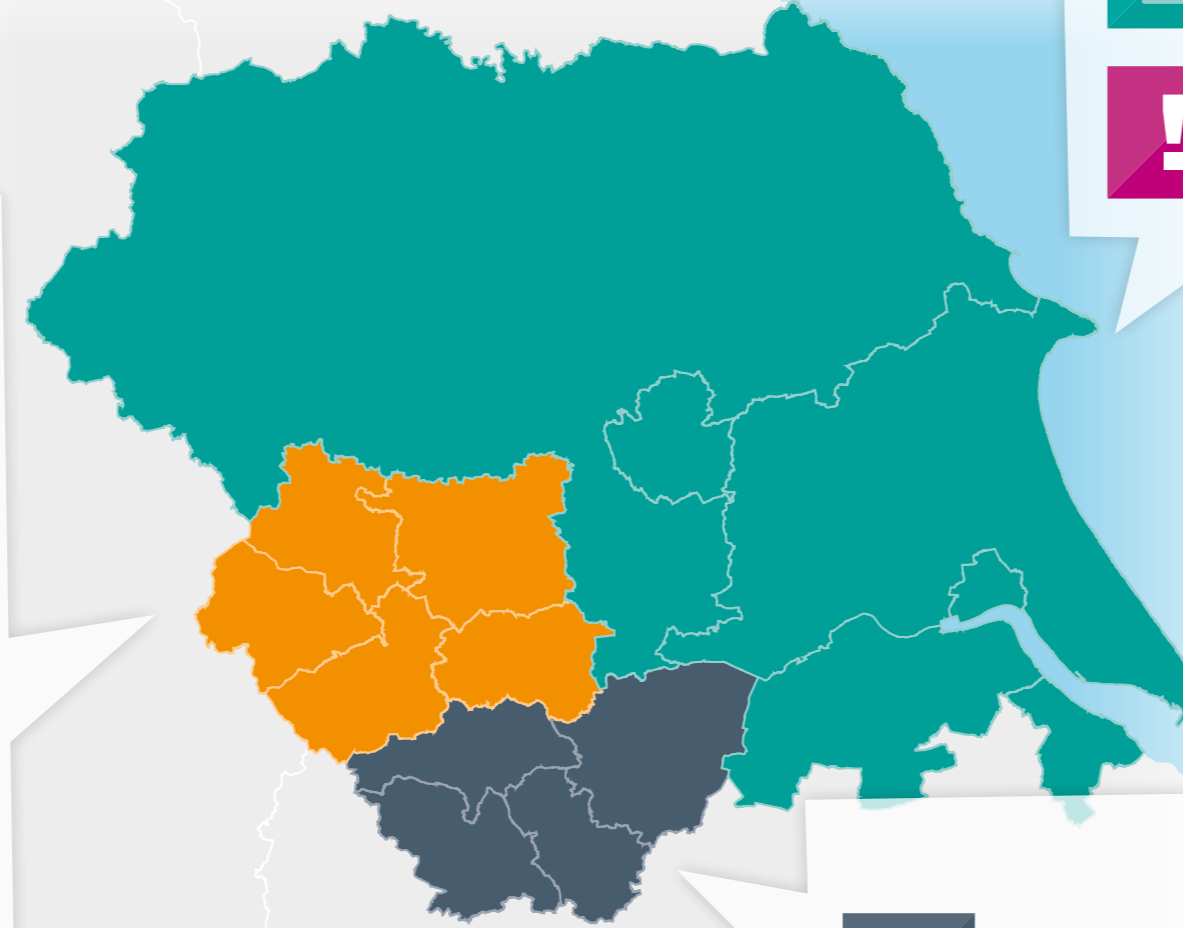
Proud to Serve Yorkshire and the Humber

We serve three of the 10 largest cities in the UK in Leeds, Sheffield and Bradford, while Yorkshire is the largest county in the UK, spanning 2.9 million acres.

Across the county, we work with more than 20 NHS Trusts and three integrated care systems (ICSs) – West Yorkshire, Humber and North Yorkshire and South Yorkshire. These ICSs bring together NHS organisations, councils,

Healthwatch, hospices, charities and the voluntary, community and social enterprise sector to improve the health and wellbeing of local people.

Across our ICSs we work with three integrated care boards (ICBs), 15 councils, more than 120 primary care networks and partners in mental health, community hospitals, voluntary organisations and other emergency services.



West Yorkshire

Population of **2.4 million**

Population **increase of 5.5%** since 2011

A younger population, with just **16.9%** of people aged 65 or above.

27.5% of people belong to an **ethnic minority**, an **increase of 55.7%** since 2011.

In West Yorkshire, **35.1%** of the population **live in the bottom 20% of the most deprived areas nationally**.

High number of calls relating to **mental health**.

Yorkshire Ambulance Service is **rated as 'Good' overall** by the Care Quality Commission (CQC)

Humber and North Yorkshire

Population of **1.37 million**

Population **increase of 2.7%** since 2011

22.4% of people aged 65 and over

9.2% of people belong to an **ethnic minority**

In Hull, **54.2%** of the population **live in the bottom 20% of most deprived areas nationally**, however across the rest of the area only **6.7%** of the population live in the bottom 20% of most deprived areas.

High demand for help related to **falls, stroke and heart problems**. **Breathing problems** and **mental health issues** are prevalent.

Average life expectancy in Yorkshire and the Humber is 78.4 for males and 82.2 for females. This ranges from 75.6 years for males and 80.0 years for females in the Humber to 80.4 years for males and 84.1 years for females in North Yorkshire.

South Yorkshire

Population of **1.37 million**

Population **increase of 2.3%** since 2011

18.1% of people aged 65 and over – up by **14.1%** in the past 12 years

16.9% of people belong to an **ethnic minority**

36.7% of people **live in the bottom 20% of most deprived areas nationally**

Prevalence of issues related to **obesity and smoking**, such as **breathing problems, diabetes and heart disease**.

Why YAS Needs A Bold New Direction

The world we live in today is strikingly different to the one we inhabited just a few years ago:

- Yorkshire's population has increased by around 4% (220,000 people) over the past decade.
- The number of people aged over 65 has increased by almost 150,000 during that time.
- There is an increasing prevalence of frailty in an ageing population, the health inequalities gap is growing and is likely to widen further due to the cost-of-living crisis and anxiety and depression are increasing.
- We have experienced an increase in the proportion of responses required to the most serious Category 1 emergency incidents compared to pre-COVID levels.
- Crowding in emergency departments means hospital handover delays are on the rise, impacting how long our vehicles are on the road and how long we can spend with patients.
- Many people are clinically ready to leave hospital each day but are unable to be discharged.
- Workforces are stretched in terms of capacity, with poor morale in many areas of the NHS and social care, forcing people to leave.

Growing pressures on services have prompted a fundamentally different conversation about the role of the NHS in prevention and its broader influence in local communities.


For healthcare providers, standing still is not an option. Our new strategy represents a major step change in how we will deliver services fit for the future.




Listening to what people want and need from us

We actively listened to our patients, our staff, our volunteers, our communities and our healthcare partners to make sure our strategy is reflective of their views and expectations.


To create our new strategy, we have:




Gathered opinions of colleagues at all levels of our organisation, through a mix of online crowdsourcing tools and face-to-face interviews.



Visited contact centres, emergency departments and ambulance stations to ensure frontline workers' voices were heard.




Engaged externally with our healthcare system partners in all corners of the region.



Shaped ideas and debated priorities with our leaders during dedicated and facilitated sessions.



Held community engagement sessions across the region to engage patients, local Healthwatch organisations and our Critical Friends Network.



Took great care to speak to those who often find it 'harder to be heard' – such as voluntary, community and faith organisations, social enterprises and those in ethnic minority, LGBTQ+ and disability groups.

Building on our success

We are proud of our achievements over the past five years, particularly against the backdrop of unprecedented pressures posed by the COVID-19 pandemic. Our new strategy builds on the progress and learning gained from our 2018-23 'One Team, Best Care' strategy, which set out four key ambitions:

- ▶ Patients and communities experience fully joined-up care responsive to their needs.
- ▶ Our people feel empowered, valued and engaged to perform at their best.
- ▶ We achieve excellence in everything we do.
- ▶ We use resources wisely to invest in and sustain services.

In striving to deliver these ambitions, we have kept the delivery of high-quality care at the forefront of our minds.

Our most recent CQC inspection recognised what we already knew – that our staff work tirelessly with our partners to provide exceptional care for patients and support each other. It was a reflection of all that is good about our Trust and Yorkshire.

Getting to Where We Want to Be

The details of how we will achieve our vision and ambitions are presented below. Every year we will analyse our performance and develop an annual business plan designed to have the biggest impact on each of these areas. Delivering our annual business plan will move us closer towards achieving our overall vision.

Ambition Statement	What we will deliver	What we will focus on			What we will measure
		In 2024, we will...	In 2025-26, we will...	By 2029, we will...	
<p>Our ambition is to deliver exceptional patient-centred out-of-hospital emergency, urgent and non-emergency care, which is safe, kind and responsive, seamlessly integrating services and utilising technology to deliver a high-quality patient experience</p>	<ul style="list-style-type: none"> ▶ Being a research-active organisation and lead the future of pre-hospital care. Driving adoption of best practice and improvement in all we do and embracing technological advancements to shape the future of care ▶ Evidence-based patient-centred care that is seamless, personalised and informed by what matters most to patients and their families ▶ Giving patients better, faster and more appropriately delivered access to care at home by: <ul style="list-style-type: none"> • Optimising the care and treatment of patients in their own homes by our staff or volunteers, or our health and social partners, or remotely through effective triage, clinical assessment, signposting and referral, including conveying them to hospital where this is the best option for the patient • Supporting patient flow, risk management and improvements across the healthcare system - including through providing non-emergency patient transport services • An integrated urgent care response provided at community/neighbourhood level • Increase and improve access to alternative pathways of care following remote or face-to-face clinical assessment and maximise the utilisation of specialist resources providing alternatives to conveyance to hospital, including the implementation of specialist mental health resource ▶ Critical and Emergency Care response through EPRR, specialist coordinated response, regional and national networks ▶ An effective safety and learning culture where we develop and continuously improve 	<p>Deliver improvements in quality, clinical outcome and performance by:</p> <ul style="list-style-type: none"> ▶ Embedding clinical supervision ▶ Developing mechanisms to routinely learn to drive improvements ▶ Determining the optimal model to provide a seamless quality response for all patients including an integrated remote patient care hub with multi-professional clinical teams linking in with place-based care ▶ Embedding Patient Safety ▶ Incident Response Framework (PSIRF) ▶ Improving reporting and Freedom to Speak Up (FTSU) ▶ Implementing Manchester Arena Inquiry recommendations ▶ Preparing for major / critical incidents through exercising and scenario testing ▶ EPRR Annual Assurance compliance 	<p>Build on and further develop the 2024 activities and...</p> <ul style="list-style-type: none"> ▶ Embedding outcomes from research, best practice and guidelines ▶ Embedding quality improvement (QI) across the Trust ▶ Utilising data/intelligence to learn and improve clinical decision making (triage, assessment, signposting and appropriate response) and reduce unwarranted variation in clinical practice and outcomes ▶ Using the findings of health inequality data analysis to tailor local service delivery to support reducing inequalities in access and experience 	<p>Build on, further develop and embed the 2025-26 activities and...</p> <ul style="list-style-type: none"> ▶ Designing, developing and continually evaluating an effective delivery model providing a seamless response for patients, operating effectively across the local healthcare system to support system flow by reducing avoidable admission and supporting effective discharge, including an integrated remote patient care hub with multi-professional clinical teams linking in with place-based care coordination ▶ Utilising patient feedback to inform improvement interventions ▶ Developing and delivering workforce, clinical management and leadership capacity and structures that enhance service delivery across contact centres, 999 and PTS ▶ Enabling effective and resilient resources and infrastructure (digital, technology, equipment, vehicles and facilities) to support appropriate patient care and service delivery across all YAS activities ▶ Improving capability, capacity and accountability for regulatory compliance 	<ul style="list-style-type: none"> ▶ Patient care against the Ambulance Clinical Outcome measures ▶ Against the national, regional and local performance targets for 999, NHS 111 and PTS ▶ Avoidable conveyances to hospital, ensuring the sickest patients get the best treatment on scene and are taken to the most appropriate facility without delay and that those patients with less severe illness and injury are treated and cared for as close to home as possible ▶ How quality improvement is embedded throughout the Trust to ensure we continually develop, providing both the conditions and opportunities for all our teams to thrive in a research-active environment ▶ Our Care Quality Commission (CQC) rating and aim to achieve the highest possible rating of 'outstanding' by the health and social care regulator ▶ Standards of emergency preparedness, resilience and response, and continually improve to ensure we provide the best possible response to the most complex incidents impacting the region

Our Patients

What difference this will make to our patients

We will deliver the most clinically appropriate response for every patient, whenever and wherever they need it

We will provide care that is personalised, joined up and coordinated with the wider and health care system

We will provide more care and treatment in people's homes or communities and only where it is the best for the patient, take them to hospital

We will deliver quality care that is evidence informed, person centred, safe and compassionate

We will provide support and care delivered by professional, kind and respectful staff

Getting to Where We Want to Be

Our People

Ambition Statement

We will be a diverse and inclusive organisation with a culture of continuous improvement, where everyone feels valued, included, proud to work and can thrive

What we will deliver

- ▶ The right capacity and capability for the Trust through improved recruitment, retention and development, whilst ensuring staff health, happiness and an inclusive culture
- ▶ Embed a culture of collective learning and quality improvement to make excellence our habit through the YAS Together programme of leadership, cultural and organisation development, creating an organisation where everyone belongs and brings their whole self to work
- ▶ Improved employee experience, by making YAS a great place to belong and investing in our people's growth and wellbeing to ignite their potential
- ▶ Passionate, empowered leaders, unlocking leadership at all levels and fostering growth mindsets to take us to new heights

What we will focus on

In 2024, we will...	In 2025-26, we will...	By 2029, we will...
<p>Deliver improvements in quality, clinical outcome and performance by:</p> <ul style="list-style-type: none"> ▶ Delivering the NHS People Promise ▶ Delivering the YAS Together programme of leadership, cultural and organisational development ▶ Developing the paramedic profession in YAS ▶ Increasing capacity: through improved retention, recruitment and Health and Wellbeing programmes and reducing sickness absence ▶ Ensuring all staff have the skills, equipment and resources to deliver high-quality care ▶ Improving EDI to reflect our population and improve our progress towards Workforce Race and Disability Equality Standards and eliminating our Gender Pay Gap ▶ Engagement and response to the staff survey and develop the ways we engage, listen, respect and value staff and proactively respond and learn together 	<p>Build on and further develop the 2024 activities and...</p> <ul style="list-style-type: none"> ▶ Improving awareness of and access to development to improve our people's capability. All staff have time to develop, with access to high-quality induction, preceptorship, CPD, supervision and annual training, education and development opportunities to be at their best and support career progression, succession planning, talent development and improve quality of services and care ▶ Improving ways of working Trust wide (including rotas, meal breaks, relief arrangements, end of shift, remote and hybrid working) ▶ Reward and recognition programmes 	<p>Build on, further develop and embed the 2025-26 activities and...</p> <ul style="list-style-type: none"> ▶ Ensuring job opportunities are accessible to those most in need through targeted outreach and inclusive recruitment ▶ Improving violence prevention ▶ System and cross-Trust opportunities and roles ensuring they are developed and maximised

What we will measure

- ▶ Our delivery of the skills, support and resources our people need to deliver high-quality care and services, now and in the future
- ▶ Our leadership development to ensure that our people are well supported by their leaders
- ▶ Our Freedom to Speak Up data, to ensure our culture is one where our people are listened to and encouraged and enabled to voice when they have concerns about patient or colleague safety and wellbeing, or when they have suggestions for how the Trust might be better run
- ▶ Staff survey engagement and feedback scores, striving for above average for the NHS
- ▶ Sickness reduction rates, striving for better than the NHS average and improving staff health, wellbeing and attendance
- ▶ Progress towards Workforce Race and Disability Equality Standards, aiming to eliminate our Gender Pay Gap and ensure we value difference and improve equality, diversity and inclusion of our people at all levels of the organisation, to reflect the population we serve
- ▶ The number and quality of meaningful appraisal and career conversations
- ▶ Our apprenticeship programmes and retain our Top 100 Apprenticeship Employer status, achieving outstanding Ofsted judgement for apprenticeship provision
- ▶ Successfully achieve re-accreditation of the Investors in Volunteers award

What difference this will make to our staff and volunteers

We will be an ambulance service to be proud of

We will be a great place to work and volunteer

We will be an open, inclusive and diverse organisation where people can thrive

We will foster a learning culture to make continuous improvement our habit

Getting to Where We Want to Be

Our Partners	Ambition Statement	What we will deliver	What we will focus on			What we will measure
			In 2024, we will...	In 2025-26, we will...	By 2029, we will...	
	<p>We will be a collaborative, integral and influential partner across a joined-up health and social care network that works preventatively, reduces inequality and improves population health outcomes, supporting all our communities</p>	<ul style="list-style-type: none"> ▶ Integrated care and reduce inequality in collaboration with trusted partners ▶ Effective coordination and navigation to support access to urgent and emergency care and supporting services ▶ Reducing unwarranted variation through our commitment to understanding and supporting system-wide work to reduce health inequalities, aiming to positively impact our local communities through our role as an anchor organisation ▶ Engagement for patients and communities to co-create services. Partnering with our communities to design services that are accessible, proactive and prevention-focused ▶ Better access to a wide range of healthcare services for our communities in collaboration to improve population health 	<p>Deliver improvements in quality, clinical outcome and performance by:</p> <ul style="list-style-type: none"> ▶ Improving and developing how we listen to staff, patients, partners and communities to deliver high-quality care, which is continuously improving ▶ Developing how we use our data to understand and reduce unwarranted variation and support system-wide work to reduce health inequalities ▶ Building capability and capacity to develop use of data, patient/community engagement and insight, evidence and evaluation to better understand access, experience, barriers and outcomes for specific population groups ▶ Increasing use of analysis and intelligence and sharing data to inform population health priorities and system prevention initiatives ▶ Increasing availability and utilisation of appropriate pathways 	<p>Build on and further develop the 2024 activities and...</p> <ul style="list-style-type: none"> ▶ Develop the use of data, patient/community engagement and insight, evidence and evaluation to better understand access, experience, barriers and outcomes for specific population groups ▶ Implement the Association of Ambulance Chief Executives (AAACE) Health Inequalities Toolkit and associated actions ▶ Develop and embed strategic leadership and accountability for Health Inequalities ▶ Ensure clear communication on the YAS offer: call handling, triage, assessment, signposting and appropriate response. YAS role in system co-ordination and risk management ▶ Work with communities to improve response and care through utilisation of Community First Responders, education on first aid/basic life saving and through community engagement 	<p>Build on, further develop and embed the 2025-26 activities and...</p> <ul style="list-style-type: none"> ▶ Build public health capacity and capability. Developing and delivering organisational education/awareness programmes for all staff ▶ Embed anchor principles and ensure alignment with system partners ▶ Develop and deliver shared objectives with key partners ▶ Strengthen relationships with blue light partners to effectively manage major and critical incidents as per EPRR requirements ▶ Ensure embedded data analysis, alongside patient and community insights, forms the basis for business plan priority setting 	<ul style="list-style-type: none"> ▶ Reductions in unwarranted variation and system-wide work to reduce health inequalities, aiming to ensure we positively impact our local communities through our role as an anchor organisation ▶ Our collaboration with staff patients, partners and our communities to ensure we are developing and delivering high-quality care, which is continuously improving ▶ Outcomes for patients, optimising all of our collective skills and valued resources, ensuring we deliver the most appropriate response to patients requiring of out-of-hospital emergency or urgent care and coordinating and navigating access to urgent and emergency care and supporting services ▶ Our collaboration with academic and education partners to ensure we maximise the benefit of our collective knowledge and be a leading service provider ▶ Our collaboration with emergency service partners to ensure we not only provide a great emergency response, but maximise our collective resource for the benefit of our populations

What difference this will make to our partners and the local communities we serve

We will work with our partners to provide the highest quality care for all

We will continuously improve our services, ensuring they are shaped and influenced by listening to and working with our partners and local communities, benefiting from patient and community experience

We will be an organisation that contributes to broader social economic development locally through our role as an anchor organisation, supporting the reduction of health inequalities

We will be an organisation that supports action to improve health outcomes, experiences and opportunities for all our communities

Getting to Where We Want to Be

Our Planet & Pounds	Ambition Statement	What we will deliver	What we will focus on			What we will measure
			In 2024, we will...	In 2025-26, we will...	By 2029, we will...	
	<p>We will use our financial and physical resources responsibly and sustainably, reducing our environmental impact and ensuring the most effective use of all our resources</p>	<ul style="list-style-type: none"> ▶ Financial sustainability ▶ Efficient and effective use of resources to advance safe, equitable care ▶ A secure, sustainable future through improvement, learning and adoption of best practice ▶ Embedded cultures of improvement and innovation to transform care delivery ▶ Response to environmental sustainability ▶ Technology and analytics to optimise value and care 	<p>Deliver improvements in quality, clinical outcome and performance by:</p> <ul style="list-style-type: none"> ▶ Working together with system partners to deliver a balanced net system financial position ▶ A continued application of effective financial governance and controls ▶ Ensuring appropriate external funding opportunities are maximised ▶ Strategic plans for capital investment including focus on creating workplace and learning environments that are fit for purpose, with modern and effective facilities and equipment that support staff and volunteer learning and health and wellbeing ▶ Ensuring all staff have the resources, equipment, technology, vehicles, estate and facilities to deliver care and services effectively ▶ Review the right size for YAS infrastructure, including estate capacity and configuration to support effective service delivery ▶ Continuing to deliver on the Green Plan 	<p>Build on and further develop the 2024 activities and...</p> <ul style="list-style-type: none"> ▶ Improve utilisation of assets and becoming more efficient to achieve local and national targets ▶ Develop the fleet: contributing to the best design to maximise patient outcomes in line with clinical and operational delivery ▶ Develop a comprehensive socially responsible procurement model 	<p>Build on, further develop and embed the 2025-26 activities and...</p> <ul style="list-style-type: none"> ▶ Review factors influencing financial sustainability and assess existing services ▶ Ensure effective utilisation and implementation of innovation, improvement and technology to maximise quality of care and services 	<ul style="list-style-type: none"> ▶ Our progress towards reducing our impact on the environment and tackling climate change ▶ We will report on our statutory duties and key financial indicators ▶ That our decisions are informed by evidence, research, data and intelligence ▶ Improvements to ensure that we are learning and adopting best practice ▶ Our use of digitally enabled ways of working to optimise patient care and services including automation, artificial intelligence (AI) and innovation

What difference this will make to our partners, the local communities we serve and the taxpayer

We will ensure efficient and effective use of our resources

We will provide high-quality, patient-focused care and services which are safe, fit for the future and financially sustainable

We are committed to improving the environment, supporting efforts to tackle climate change and reducing our environmental impact



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